

## **Measuring and Evaluating the Fulfillment of Competence Management and People Development System Criteria in Accordance with ISO 10015:2019 – A Case Study of Baghdad Municipality**

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### **Abstract**

*The objective of this study is to assess the extent to which the Municipality of Baghdad complies with the requirements outlined in ISO 10015: 2019 for competency management system and personnel development. This will be achieved by conducting a gap analysis, which involves measuring and analyzing the disparity between the current state of affairs in the municipality and the stipulations of the ISO standard. To accomplish this objective, a case study methodology was employed, and a checklist was utilized as a tool for measuring the identified gaps. The checklist pertaining to the gathering of data and information was officially endorsed, and a workshop was conducted with officials undergoing training in order to guarantee the attainment of precise data accessibility. A total of 98 questions were included in the list, covering all items specified. Frequencies, percentages, and averages were subsequently computed. The computation was given a higher importance as the chosen method for interpreting the data. The findings of the study indicate that the implementation of the competency management system and personnel development in the Municipality of Baghdad, in relation to the standard requirements, has achieved a level of 72%. This suggests that the system is almost fully implemented but lacks proper documentation. Consequently, there exists a gap of 28% that can be addressed through ongoing improvements, management evaluation of the system, resolution of documentation concerns, and fulfillment of specific requirements.*

**Keywords:** *Competence management, people development, international standard (ISO 10015:2019).*

### **Introduction**

There is a definite global inclination towards embracing the principles of quality inside service firms, with the aim of bolstering and sustaining this particular sector. Organizations have increasingly shown a keen interest in the training and development of personnel, as well as enhancing efficiency, by diligently exercising many elements associated with excellence, progress, advancement, and overall growth. Organizations have endeavored to incorporate contemporary administrative principles in their management practices with the aim of attaining optimal efficiency and effectiveness in pursuing their objectives. The International Organization for Standardization (ISO) has released a specification titled "Competence management and people development" (ISO

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10015: 2019). This specification is recognized as a contemporary management approach aimed at enhancing performance and organizational effectiveness. By utilizing this method, ISO aims to improve its capabilities and implement other management strategies. ISO 10015, an internationally recognized standard, constitutes a vital component of the quality management system. This standard places significant emphasis on the pivotal role played by human resources within an organization, as well as the criticality of providing suitable training to personnel. In order to enhance organizational performance and fulfill objectives in a proficient and productive manner, it is imperative to ensure the provision of competitive human resources. This resource offers a comprehensive framework for mitigating potential errors that may arise during the implementation of training programs, with the ultimate goal of enhancing overall performance. What options are currently accessible in terms of capabilities and utilizing methodologies specifically developed for assessing and monitoring enhancements in service quality? This study focuses on the Municipality of Baghdad and aims to emphasize the significance of competence management in enhancing the quality of services provided by the municipality. The objective is to meet the demands and preferences of the beneficiaries effectively. The study framework comprised of four distinct portions, with the initial section encompassing the research methods, and the subsequent section focusing on the theoretical aspects. The third topic pertained to the practical aspects, whereas the fourth and ultimate topic encompassed the presentation of results and suggestions.

This study was grounded in a series of rationales, highlighting the imperative to incorporate the principles of quality and excellence into training programs within both the industrial and service sectors. Among these justifications, the decline of the service sector in Iraq and the necessity to address the basic rights and responsibilities of Iraqi citizens underscored the need to identify suitable solutions, particularly within the realm of scientific inquiry. Furthermore, advancements in the field of research necessitated the adoption of contemporary administrative approaches, such as quality management systems. The Municipality of Baghdad is one of the Iraqi governmental institutions that employ the most workers, and therefore it is considered the most needy institution for determining and analyzing training needs, says the Swiss scientist (Raymond Saner), a member of the ISO TC176 committee who participated in the Working Group that worked on Preparing the international standard ISO10015 since 1993, that achieving the highest return on investment in training is achieved by confirming or ensuring quality in that activity in all its activities and programs (Saner, 2002: 53), and for the purpose of developing the competence of individuals, according to the quality standards approved in the ISO organization globally Including (ISO 10015) for the purpose of achieving effectiveness in the researched organization, and based on what was stated in item (1. Scope) of the indicative international standard (ISO 10015: 2019), which states (this document provides guidelines for the organization to establish, implement, maintain and improve a management system The enhancement of individuals' efficiency and development plays a crucial role in effectively aligning products and services with the needs of relevant stakeholders. It is important to note that this principle applies universally to organizations of all types and sizes. However, it is essential to clarify that this document does not introduce any new requirements or modify existing ones outlined in the standard family (ISO 9000) or any other relevant standards. According to Clause 7.2 of the ISO 9001:2015 standard, organizations are required to identify the essential competencies required by individuals involved in work under their control, which directly impact the performance and effectiveness of the quality management system. Furthermore, organizations must ensure that these individuals possess the necessary competence through appropriate education, training, or experience. If necessary, organizations should take measures to acquire the required competencies and evaluate the effectiveness of these procedures. Additionally, organizations are expected to maintain documented information, in the form of records, as evidence of the competence of individuals.

## **The first topic**

### Research Methodology

#### First: the research problem

The intricate nature of the environment and the wide range of demands to fulfill customer needs and ensure their satisfaction, coupled with the limitations faced by modern management, have compelled the departments under investigation to recognize the imperative of enhancing their endeavors in implementing Competence management and fostering the development of individuals. In order for an organization to effectively compete in the market and ensure its sustainability and success, it is important to assess the competence management and people development within the Municipality of Baghdad. This evaluation should be conducted in line with the internationally recognized standard ISO 10015: 2019.

The primary issue that motivated the researchers to explore this subject matter is the Municipality of Baghdad's readiness to adopt the revised standard (ISO 10015) released in 2019, along with the modifications introduced in this version compared to its predecessor, known as quality training. Consequently, the researched organization is compelled to ascertain the extent of the disparity. Based on the stipulations outlined in the contemporary standard known as Competence Management and People Development, the subsequent focus will be directed towards the process of bridging it. Based on the aforementioned information, the research problem can be refined and expressed as a series of inquiries, outlined as follows:

1. What is the degree of application of the requirements of the international standard (ISO 10015: 2019) in the Municipality of Baghdad under study?
2. What is the size of the gap between the provisions of the standard (ISO 10015: 2019) and the actual reality of the competence management and people development used in the Municipality of Baghdad?
3. What are the main and secondary reasons related to the non-conformity between the actual reality of the application, documentation, and requirements of the specification?

#### Second: The importance of research

1. Its contribution to determining the level of efficiency of training operations in the Municipality of Baghdad, in addition to paving the way for the implementation of the Competence management and people development and compliance with the requirements of the indicative standard (ISO 10015: 2019).
2. dissemination of quality culture among the advanced leadership of the Municipality of Baghdad and strengthening its role in the field of developing organizational and functional performance and making it more interest in this aspect.
3. The importance of the research lies in the importance of the Municipality of Baghdad, as one of the active Ministry, and its role in the economic development plans in the country .

#### Third: Research objectives

1. Determining the degree of application of the Municipality of Baghdad.in question to the requirements of the international standard (ISO 10015: 2019).
2. Diagnosing the size of the gap between the actual reality of the Competence management and people development in the Municipality of Baghdad in question and the requirements of the international standard .

3. Analyzing the main and secondary causes to identify cases of non-conformity with the actual reality and the requirements of this specification .

**Fourth: Research Methodology**

The case study methodology was employed to facilitate the practical aspect of the research. This approach involves gathering and analyzing data and information through the use of examination forms. It also entails direct observation, field cohabitation, accessing relevant documents and records pertaining to the research location. These activities enable the determination of the extent of discrepancy for each specification item. Ultimately, this approach allows for the formulation of more realistic conclusions and recommendations.

**Fifthly: The limits of research**

Scientific limits: - Focusing on the issue of training quality according to the specification (ISO 10015: 2019) .

1. Time limits: - The duration of the research was approved from (20/2/2023) to (30/7/2023).

2. Spatial limits: - This research was applied to the on the Municipality of Baghdad.

**Sixth: Sources of data and information collection**

The methods of collecting data and information necessary to complete the research were in two main axes:

1. Theoretical side: - The two researchers relied on books, treatises, dissertations, and periodicals (Arabic and foreign) available in the libraries of Iraqi universities, as well as ISO publications, as well as Arabic and foreign research available in the international information network (internet) to enrich the theoretical side.

2. The practical side, which is:

a. Field cohabitation of the research site, and conducting personal interviews with the relevant authorities in the researched organization.

b. View the records and documents related to the research topics at in the researched organization.

c. Checklists: The audit checklists were prepared in accordance with the provisions of the international standard (ISO 10015: 2019) for the purpose of evaluating the Competence management and people development, then diagnosing and analyzing the size of the gap.

**Seventh: Tools for analysis and statistical processing**

In order to assess the extent to which the provisions of the international standard (ISO 10015: 2019) have been implemented in the organization under study, a Seven Likert scale was utilized. Relative weights were assigned to the scale, and subsequently, the collected data was subjected to quantitative analysis and interpretation of the findings. Table 1 presents the paragraphs of the heptatonic scale alongside their respective weights.

Table (1) Seventh scale of the extent of conformity with the standard

No	Scale paragraphs	Paragraph weight (degree)
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1	Fully implemented and fully documented	6
2	Fully implemented and partially documented	5
3	Completely implemented and not documented	4
4	Partially implemented and fully documented	3
5	Partially implemented and partially documented	2
6	Partially implemented and not documented	1
7	Not implemented and not documented	0

Source: Al-Khatib, Samir Kamel, (2008), "Total Quality Management and ISO, a Contemporary Approach," first edition, (Iraq: Dar Al-Mortada), p. (326).

1. Upon assessing the level of adherence in Table 1 for each dimension of the ISO10015:2019 standard, it is necessary to convert the checklist responses into quantitative measures. This can be achieved by employing the equations provided by Al-Khatib (2008: 326-327) to calculate the percentage of conformity and the magnitude of deviation.

1. 
$$\text{Weighted arithmetic mean} = \frac{\text{sum (frequencies * weights)}}{\text{The number of requirements questions}}$$
2. 
$$\text{conformity range percentage} = \frac{\text{weighted arithmetic mean } \bar{x}}{6 \text{ (highest score on the scale)}}$$
- 3.
4. Gap Size = 1 – conformity Range Percentage

## The second topic the theoretical side

First: Competence management

The concept of competency management was introduced in the United States in 1982 by Richard Boyatzis, a prominent figure in the field of human resource management. Boyatzis discussed this concept extensively in his book titled "The Competent Manager" (BERMAN, 1997:4). In this book, he presented the competency model as a novel approach that enables organizations to concentrate on pertinent information pertaining to work and skills. According to (Fernández et al. 2022:2), organizations must reassess their human resources and enhance their competencies, which encompass the knowledge, skills, abilities, and other attributes required for effective job performance. Currently, the development of managerial competence primarily relies on individual-oriented approaches such as training courses. Consequently, organizations encounter challenges in translating individual competence into organizational competence, primarily due to the absence of a consistent collective development approach (Bitencourt, 2001:1). Therefore, in order to elevate both individual competencies and fundamental competencies, competency management should be implemented as a valuable tool. Organizational competencies must be developed, and the first step in that is to integrate the areas of development, training and employee participation in management (Vloeberghs & Berghman, 2003:511), that the rapid development in the competition environment, the organization must constantly update and review the competency data available to it, as

well as Accuracy and matching those competencies with the tasks that must be performed (Belkadi, 2007:2), competency management can be defined as the activity that aims to protect and enhance the operational capacity of organizations and competitiveness through its knowledge base, competency management works to nurture and develop the efficiency of organizations on All levels (Manninen & Viitala, 2007:27), as defined as the field of management entrusted with defining competence and making it transparent and ensuring the use and development of these competencies in line with the personal aspirations of the employee and the goals of the organization (Meifert, 2013:111), and (Ben Salem and Bougherra, 2017:45) as a system used to assess skills, knowledge, and performance within the organization, discover gaps, provide training and compensation, and employment programs, and focus on current and future needs, and (Hedhili, 2020:122) indicated that competency management is mainly managed by the resource department Human resources, as it leads to the improvement and rationalization of human resource processes, such as recruitment, training and forms of recognition that meet the specific needs of employees. The primary aim of competency management is to assess and minimize discrepancies between the desired and attained competencies. According to (Fotouh ,2022: 42), competency management encompasses a range of activities focused on supplying, sustaining, and enhancing these competencies, while also ensuring suitable work conditions and incentives to foster their growth and encourage maximum effort. The concept of competency management is seen as a means to enhance the competitive position of an organization. According to (Lepistö ,2022:23), competency management involves effectively leading individuals and motivating them to utilize their competencies in pursuit of organizational objectives. This approach is believed to confer a competitive advantage to the organization within the market. Furthermore, competent managers are able to make informed decisions regarding employment based on solid foundations. In order to enhance staff retention and consequently earn the esteem of both employees and employers. The principal aim of talent management is to consistently identify and retain the abilities present inside the organization, aligning them with the firm's objectives.

#### Second: people development

The researcher had difficulties in establishing a precise understanding of human resource development, as a result of the varying perspectives among researchers. Human resource development (HRD) can be understood as the strategic utilization of training and development methods to enhance organizational effectiveness and job performance, both at the individual and organizational levels (Trehan, 2004: 25). (Aqili ,2005: 18) further defines HRD as a systematic process that aims to cultivate a highly efficient and distinguished workforce capable of meeting and attaining the strategic goals and objectives of the organization. According to ( Bidmeshgipour ,2009: 274), human resource development is currently undergoing significant advancements. ( HU ,2007: 4) defines it as a methodical procedure that facilitates the growth of an individual's human experience. The primary objective of this process is to empower individuals to attain both the strategic objectives of the organization and their personal goals, as highlighted by (Phulpoto and Shaikh ,2011: 67). The process of human development encompasses various dimensions, such as intellectual, physical, social, moral, political, and spiritual development, among others. These dimensions contribute to the overall concept and definition of development (Al-Azzawi and Al-Sudani, 2012: 145). It is the process by which human resources are helped to acquire the knowledge and skills necessary to improve their ability to control their behavior and to face all the challenges they face in the future, and defined (Wilson, 2012:5) as a series of organized activities that occur during specific periods of time and aim to Inducing behavioral change, while (Allameh, et al., 2012: 44) defined it as the process of developing and motivating the human skills of workers through organizational development, performance development, and employee training, as indicated by (Richman, 2015: 123) indicated that the development of human resources is the efforts made by the organization to prepare human resources to work in the international arena through cultural and technical preparation and providing them with

the required knowledge, and from a strategic management point of view (Gnawali, 2018: 58) ) as a systematic and organized process to enhance the expertise of human resources and enable them to achieve the strategic goals of their organization and his goals at the same time.

Third: the International Standard (ISO 10015: 2019)

The ISO 9000, known as the International Standards Series, is a comprehensive standard that possesses applicability across organizations of varying sizes and industries, encompassing both production and service sectors. According to Radi and Al-Arabi (2016: 142), during the mid-1990s, it became apparent that there was a requirement for a dedicated framework to ensure the standard of training. Consequently, the International Organization for Standardization (ISO), comprising 22 countries, took the initiative to establish a working group with the aim of creating a preliminary guide for a quality specification pertaining to training. The worldwide Organization for Standardization (ISO) officially adopted and validated the worldwide standard ISO 10015 in December 1999. Subsequently, the Swiss corporation for standardization adopted this standard on September 1, 2001 (Natek Sh & Lafta, 2022: 6886). In 2015, the International Organization for Standardization (ISO) initiated the development of the initial iteration of the ISO 10015 standard. This endeavor was undertaken by the Technical Support Technologies Committee, specifically designated as ISO/TC 176/SC 3 Supporting technologies. The objective was to create an updated version of the ISO 10015 specification that aligns with advancements in technology. Global efforts in the field of quality management have led to the development of a standard known as ISO 10015. This standard, issued by the International Organization for Standardization (ISO) in 2019, has been the culmination of these efforts. According to Symonenko et al. (2020:1), ISO 10015:2019, titled "Quality Management - Guidelines for Competency Management and People Development," represents a significant update compared to its predecessor, ISO 10015:1999. The document provides specific guidelines for the establishment, implementation, maintenance, and improvement of people competency management systems, with the aim of achieving positive outcomes through the provision of learning and training opportunities. The specification for the year 2019 pertaining to competency management and personnel development was established as an internationally recognized standard. This standard places emphasis on the management of competencies for the purpose of training and developing employees. The objective is to ensure that the training provided is of high quality, leading to enhanced employee performance in an efficient and effective manner (Natek Sh & Lafta, 2022: 6886). The ISO 10015: 2019 standard is recognized as a quality management tool that aims to improve, sustain, and cultivate the competencies within an organization by means of training programs. These programs can be conducted internally or externally and are designed to enhance individual performance in order to attain desired objectives. Ultimately, this standard aims to bolster the competitive capabilities of the organization. According to Fernández et al. (2022:5), the ISO 10015:2019 standard outlines that competence refers to the capacity to effectively utilize knowledge and skills in order to attain desired outcomes across different levels.

- Organization (internal and external needs).
- Team (leadership, goals, results, structure, responsibilities, team culture, cooperation, respect).
- The individual (roles, responsibilities, behaviors, emotional intelligence, focus, competence for teamwork, etc.).

The International Standard (ISO 10015:2019) includes five main requirements from which sub-clauses are branched, and they can be clarified as follows (ISO 10015:2019:1-6):

1. **Scope:** This specification provides guidelines for the organization towards establishing, implementing, and improving capacity management and personnel development systems, and it applies to all organizations regardless of their size or type .
2. **Standard references.**
3. **Terms and definitions .**
4. **Capacity management,** which includes three items (general, identification of capacity needs, assessment of current capabilities, and development needs).
5. **Capacity management and people development** and contains seven items (general, planning, program structure, procedures, roles, and responsibilities, assessing the impact of the capacity management and people development program, determining future capacity needs and people development needs) .

The ISO 9000 series standards, namely ISO 10019 - ISO 10001, highlight the significance of competent individuals and a culture that fosters organizational growth and development. The utilization of the employee competency management approach is deemed significant, wherein it entails the provision of essential knowledge and skills pertaining to various management systems such as quality, environment, social responsibility, information security, risks, and energy resources (ANTIUSHKO et al., 2020:62). The management of competencies and the enhancement of employees are accomplished through the implementation of the Deming algorithm, also known as the PDCA cycle, as illustrated in Figure 1.

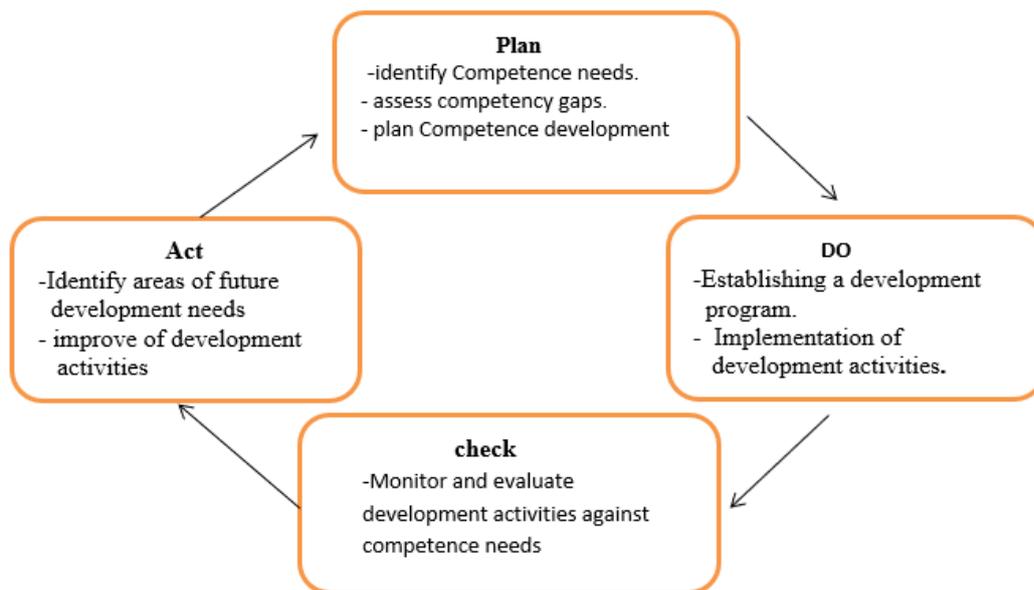


Figure (1) The process of managing competency and developing individuals according to the training specification (ISO 10015: 2019)

Source: (ISO, international Organization for standardization, ISO 10015:2019 Quality Management – guidelines for competence Management and people development, Switzerland, Geneva. P: v).

It can be seen from figure (1) that it represents the stages of the successive competency management and personnel development process, in which the outputs of each stage represent the inputs for the next stage according to the improvement wheel (PDCA) on which most of the (ISO) specifications in quality management were based. This process also seeks to Bridging or reducing the gap between required, current and future competence.

### The third topic practical side

In accordance with the specified requirement, an examination and analysis will be conducted on the availability of Competence management and people development requirements in The Municipality of Baghdad. This will be achieved by approving a checklist that has been prepared based on the aforementioned specification. The purpose of this assessment is to determine the level of implementation and identify any gaps that exist. These findings will serve to address the research questions outlined below:

First: The results of the checklist for the Competence management requirement

Table (2) displays the results of the checklist for the requirement (4: Competence Management), which shows the extent of application and documentation of the International Standard (ISO 10015:2019), as this requirement contains (29) questions.

Table 2. Results of the Checklist for Requirement 4: (Competence Management)

4-1	General	weight						
		6	5	4	3	2	1	0
1	<b>When considering Competence needs, consider:</b>							
A	Company environment: any changes in external and internal issues and the needs and expectations of related parties.		√					
B	The potential impact of the capacity weakness on operations and the effectiveness of the management system	√						
C	Acknowledgment of individual capacity levels for performing certain roles.		√					
D	Opportunities to benefit from the capabilities available in the design of jobs, processes, and systems related to work.	√						
2	Competence needs are studied and analyzed in all operations, functions, and levels in the company.	√						
3	<b>The required Competence needs are identified through:</b>							
A	Evaluate current performance levels.	√						
B	Review the limitations and limitations of the training process.		√					
C	Maintain documented information on specific Competence needs as needed.	√						
4	Identify Competence needs at planned intervals and respond to changes in their context.	√						
5	Ensure the monitoring and evaluation process when using external service providers	√						
<b>frequency</b>		7	3					
<b>The result = (frequencies * weights)</b>		42	15					
<b>Weighted arithmetic mean</b>		<b>5.8</b>						
<b>The percentage of compliance</b>		<b>97%</b>						
<b>Gap %</b>		<b>3%</b>						
4-2	<b>Determining competence needs</b>							
1	<b>When determining the types and level of competence required, the following shall be taken into consideration:</b>							

A	External issues: such as : Legal requirements, technological improvement	√						
B	Internal issues: like Vision and mission, strategic goals, Organization values and culture , Availability of resources .	√						
C	<b>The needs and expectations of stakeholders (organizers, providers, and the community)</b>							
C-1	Maintain or maintain documented information as needed to support and demonstrate the Competence management process.		√					
2	The efficiency of teams or groups When determining the needs of the different capabilities of the teams or groups, the following shall be taken into consideration :							
A	Higher Management.		√					
B	Team or group goals and desired outcomes		√					
C	Group activities, processes, and systems		√					
D	Team or group structure (hierarchy, number of people, roles, and responsibilities)		√					
E	Team or group culture and ability to collaborate ,individual capabilities	√						
3	Individual Competence requirements are defined at all levels of the company to ensure the effectiveness of each different role or function.	√						
A	External Competence requirements	√						
B	Roles and responsibilities	√						
C	Role- or job-related activities	√						
D	Behaviors, such as emotional intelligence, ability to remain calm in crises, ability to maintain focus during monotonous work, ability to work collaboratively within a direct team and within the organization or with clients			√				
<b>frequency</b>		7	5	1				
<b>The result</b>		42	25	4				
<b>Weighted arithmetic mean</b>		5.5						
<b>The percentage of compliance</b>		92%						
<b>Gap %</b>		8%						
<b>4-3 Assessment of current Competence and development needs</b>								
1	<b>When taking action to meet Competence needs, the following shall be done :</b>							
A	Review current capacity levels	√						
B	Compare current capacity levels with required Competence levels	√						
2	<b>A comparison of current and required capabilities are available at the level:</b>							
A	Organizational.		√					
B	Team or groups.		√					
C	Singles		√					
3	Determine appropriate measures to address capacity gaps		√					
<b>frequency</b>		2	4					
<b>The result</b>		12	20					
<b>Weighted arithmetic mean</b>		5.3						
<b>The percentage of compliance</b>		88%						
<b>Gap %</b>		12%						
<b>The overall percentage to item (4 competence Management )</b>								
<b>frequency</b>		16	12	1				
<b>The result</b>		96	60	4				
<b>Weighted arithmetic mean</b>		5.5						
<b>The percentage of compliance</b>		92%						

<b>Gap %</b>	8%
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The findings presented in Table 2 indicate that the Municipality of Baghdad demonstrates significant success in meeting the criteria indicated in item (4 Competencies Management) of the international standard ISO 10015: 2019. The application and documentation of requirement 4-1 achieved a commendable compliance rate of 97%. It received an average score of 5.8 out of 6, indicating a near-perfect adherence to the requirement (fully applied and fully documented). Similarly, requirement 4-2, which focuses on determining competence needs, exhibited a high compliance rate of 92% with an average score of 5.5. This demonstrates the Municipality of Baghdad's strong commitment to assessing the current efficiency at various levels within the organization, including individual and collective capacities. Furthermore, this requirement aids in identifying the necessary competencies across all levels, thereby enhancing efficiency and meeting the needs of beneficiaries. Lastly, requirement 4-3, which pertains to the assessment of current competence and development needs, was also met with a significant level of commitment. The attainment of an 88% rate in the application of this criterion is indicative of a high level of compliance. The average score of 5.3 suggests that the requirement has been fully implemented in some cases and partially documented in others. Consequently, it is imperative for the Municipality of Baghdad to prioritize this requirement in order to achieve the desired objective. The final percentage for competence management, specifically item 4, exhibited a notable level of adherence to the stipulated requirements, reaching 92%. This achievement is reflected in an average score of 5.5 out of 6, indicating a near-complete implementation and documentation of the item. Consequently, the Baghdad Municipality should enhance its endeavors to bolster the preservation and enhancement of competencies through contemporary training methodologies.

Second: Presenting the results of the checklist for the requirement of Competence management and personnel development

Table (3) displays the results of the checklist for the requirement (5: Competence management and people development), which shows the extent of application and documentation of the International Standard (ISO 10015:2019), as this requirement contains (69) questions

Table 3 Results of the checklist for the requirement (5: Competence management and people development)

5-1	General	weight						
		6	5	4	3	2	1	0
1	Competence needs are identified at all levels of the company.	√						
2	The Competence needs identified by individuals are taken into account as part of their development goals.		√					
<b>frequency</b>		1	1					
<b>The result = (frequencies * weights)</b>		6	5					
<b>Weighted arithmetic mean</b>		<b>5.5</b>						
<b>The percentage of compliance</b>		<b>92%</b>						
<b>Gap %</b>		<b>8%</b>						
5-2	planning							
1	<b>When planning capacity development activities, the following shall be done:</b>							
A	Determine the objectives of development programs.						√	
B	Consider specific development activities.						√	

C	Defining criteria for monitoring and evaluating development outputs.							√
D	Consider risks and opportunities that could affect the effective implementation of training activities.					√		
E	Observe legal and regulatory requirements.	√						
F	Identify organizational resources including financial considerations.	√						
G	Define regulatory policies		√					
H	Determine contractual arrangements with external service providers	√						
I	Determine planning and scheduling requirements.					√		
J	Determine the right suppliers.	√						
K	Determining the availability of ability and motivation for individuals, teams and groups				√			
<b>frequency</b>		4	1		1	4		1
<b>The result</b>		24	5		3	8		
<b>Weighted arithmetic mean</b>		3.6						
<b>The percentage of compliance</b>		60%						
<b>Gap %</b>		40%						
<b>5-3</b>	<b>Program Structure</b>							
1	The design of the capacity controls and personnel development program includes identifying the following:							
A	targeted individuals	√						
B	The period of completion of the development goals (within six months or a specified date).	√						
C	How to present the specific activities of the training process.	√						
D	The date of submission of the specific activities and their continuity.	√						
E	How to present the development process.		√					
F	How to be honored upon completion of training (awards, certificates)	√						
<b>frequency</b>		5	1					
<b>The result</b>		30	5					
<b>Weighted arithmetic mean</b>		5.8						
<b>The percentage of compliance</b>		96%						
<b>Gap %</b>		4%						
<b>5-4</b>	<b>Measures</b>							
1	Individuals, teams, and groups are encouraged to be involved in planning capacity management and people development activities to increase participation and ownership.		√					
2	Within the activities of capacity management and development of individuals at the level of teams or groups are the following:-							
A	Establishing and providing team and group training programs					√		
B	Providing and developing a set of targeted communications, for example, websites.						√	
C	Attending external conferences, professional forums, or networking events.						√	
D	Liaising and coordinating with specialized professional bodies or commercial bodies.						√	
E	Providing a supportive structure for sharing and exchanging knowledge and skills						√	
F	Recruitment to address identified gaps.						√	
G	Restructuring to take advantage of the competencies within the						√	

	organization in a more effective and focused manner.							
3	Capacity development activities at the individual level include the following:							
A	Individual learning programs.	√						
B	Guidance, training, and supervision.			√				
C	Personal development plans.		√					
D	The formal study of qualifications.						√	
E	Attending external conferences.			√				
F	Online on-the-job assignments and classroom training.		√					
g	Updates on the Internet.		√					
<b>frequency</b>		1	4	2		1	7	
<b>The result</b>		6	20	8		2	7	
<b>Weighted arithmetic mean</b>		2.9						
<b>The percentage of compliance</b>		48%						
<b>Gap %</b>		52%						
<b>5-5</b>	<b>Roles and responsibilities</b>							
1	When implementing the development program, the organization will do the following:-							
A	Defining and defining the various roles, responsibilities, and all parts of the development program according to an agreed timetable to ensure that monitoring and evaluation are conducted as agreed.				√			
B	Determine who will implement the development program			√				
C	Approval of the scope and objective of the development program	√						
D	Agree with the target audience.	√						
E	Facilitate the development program by providing available resources.		√					
F	Communicate the requirements of the development program to the relevant parties.		√					
2	The responsibilities of those responsible for implementing the development program include the following:-							
A	Approval of the Personnel Development Program	√						
B	Ensure that the people development program addresses identified capacity gaps.		√					
C	Ensure that activities are appropriate for the target audience.		√					
<b>frequency</b>		3	4	1	1			
<b>The result</b>		18	20	4	3			
<b>Weighted arithmetic mean</b>		5						
<b>The percentage of compliance</b>		83%						
<b>Gap %</b>		17%						
<b>5-6</b>	<b>Evaluating the impact of the Competence management and people development program:</b>							
1	Management review outputs include decisions regarding opportunities for improvement and any need to make changes to the quality, training process, and resources required.						√	
2	The company retains documented information as evidence of the results of management reviews.					√		
3	Company management identifies methods and techniques for evaluating the impact of a capacity management program and the development of specific people and activities against capacity needs				√			
4	The evaluation of the results of the capacity management and							

	people development program includes the following:-						
A	Ensure that the evaluation methods are effective and agreed upon by the relevant parties			√			
B	Support to monitor the program and its activities.			√			
C	Analysis of monitoring results.		√				
D	Determine how the capacity increase resulting from the program is addressed through capacity needs.			√			
E	Request notes or seeks feedback from all relevant parties			√			
F	Determining the resulting capacity and development gaps after completing the training program			√			
g	Determine areas for improvement in the development program and other necessary activities			√			
5	The evaluation of the effectiveness of activities related to capacity management and development includes the following:						
a	<b>organizational level, through:</b>						
	Internal and external audits and key performance indicators.				√		
	Level of complaints and customer satisfaction				√		
	Non-conformance rates.				√		
b	<b>The level of teams or groups, by:</b>						
	The level of employee engagement and retention.			√			
	Team or group performance against goals.			√			
c	<b>individual level through:</b>						
	Observation and observation.		√				
	Ratings and reviews of individual performance.			√			
	Reviewing personal development plans and obtaining qualifications.		√				
<b>frequency</b>			3	10	4	1	
<b>The result</b>			12	30	8	1	
<b>Weighted arithmetic mean</b>			2.8				
<b>The percentage of compliance</b>			47%				
<b>Gap %</b>			53%				
<b>5-7</b>	<b>Determining future needs for capabilities and development of individuals</b>						
1	The company's management depends upon determining the future capabilities and needs of people development on the following:						
A	Demographic, economic, political, or social changes.			√			
B	The company's vision, mission, values , and culture.		√				
C	Planned inputs for new products or services.		√				
D	Changes in regulatory and legal requirements.		√				
E	Emerging (emerging) knowledge.		√				
F	Market research that identifies or anticipates changes in requirements, needs, and expectations.		√				
G	technological developments.		√				
h	Change in the needs and expectations of the relevant stakeholders			√			
<b>frequency</b>			6	2			
<b>The result</b>			24	6			
<b>Weighted arithmetic mean</b>			3.8				

<b>The percentage of compliance</b>	63%						
<b>Gap %</b>	37%						
<b>The overall percentage to item (5 :Competence management and people development)</b>							
<b>frequency</b>	14	11	12	14	9	8	1
<b>The result</b>	84	55	48	42	18	8	0
<b>Weighted arithmetic mean</b>	3.7						
<b>The percentage of compliance</b>	62%						
<b>Gap %</b>	38%						

It is worth mentioning that the items labeled as (5-1 General), (5-3 Program Structure), and (5-5 Roles and responsibilities) obtained the highest percentage of similarity, reaching 92%, 96%, and 83% respectively. On the other hand, the items labeled as (5-6 Evaluating the impact of the capacity management and people development program) and (5-4 Measures) exhibited the lowest percentage of similarity, amounting to 47% and 48% respectively. The final compliance percentage for the item "5 Competence management and people development" was reported as medium, amounting to 62%. This indicates that the item's requirements were met to a moderate extent. The average score for this item was 3.7 out of 6, which is close to the category of "Completely implemented and not documented." Therefore, it is imperative for the Municipality of Baghdad to augment its favorable attributes and endeavor to eliminate its unfavorable attributes. The rationale behind this phenomenon can be elucidated by examining the primary and secondary factors contributing to the disparity, as illustrated in Table 3.

1. Weakness partial in planning: Defining criteria for monitoring and evaluating development outputs.
2. Weakness in implementation : The training system in the Municipality of Baghdad does not depend on group or team training, but rather on individual training, and a good study must be done for those who deserve training for the purpose of raising the efficiency of employees, and plans for personal development must be put in place, providing a supportive structure or structure for sharing knowledge and skills, and Weakness in Targeted communications such as websites, and Weakness in Attending external conferences or professional forums, and Weakness in Recruitment to address identified gaps.
3. The weak evaluation process in training: Feedback to all relevant stakeholders Weak, and adoption of corrective measures for training results Weak , Mutot complaints and Reda Abu Weak , Relying entirely on the training results obtained from the training centers in the evaluation process.

The following table shows (4) the total percentage of the extent of conformity with all the requirements of the international standard ISO 10015: 2019, which includes (Item 4 Competency Management) and (Item 5 competence Management and Personnel Development).

Table 4

<b>The overall percentage to items (4: competence Management and 5: Competence management and people development)</b>							
<b>frequency</b>	30	23	13	14	9	8	1

<b>The result</b>	180	115	52	42	18	8	0
<b>Weighted arithmetic mean</b>	4.3						
<b>The percentage of compliance</b>	72%						
<b>Gap %</b>	28%						

The data shown in Table 4 indicates that the overall level of conformity with all standard requirements was 72%, which exceeds the threshold for satisfactory performance. Additionally, the average score obtained was 4.3. Based on the stipulations outlined in the standard (28%) and the aforementioned tables, it becomes evident that there exists a deficiency in adhering to the standard due to shortcomings in the documentation procedure. The documentation process holds paramount significance in implementing the standard, as it enables organizations to assess and identify areas for improvement in their operations when seeking self-enhancement. The Municipality of Baghdad exhibits several notable deficiencies, including inadequate measures to address the outcomes of training, ineffective evaluation methods for assessing efficiency, a failure to adopt contemporary electronic training methods, a lack of reliance on customer complaints as a source of feedback, and shortcomings in identifying gaps.

### Conclusions and Recommendations:

First: conclusion

1. The Municipality of Baghdad demonstrates compliance with numerous provisions outlined in the ISO 10015: 2019 standard. This achievement can be attributed to the organization's effective management practices, which prioritize the establishment of a unique organizational culture focused on the management and preservation of current competencies, as well as the enhancement of skills through continuous development.
2. The Municipality of Baghdad seeks to assess the degree of competence within its organization, both at the individual and collective levels. Additionally, the municipality aims to establish the specific conditions necessary for competence within its organizational structure.
3. The findings from the checklist indicate that the Municipality of Baghdad has achieved a significant percentage of 96% in item (5-3 program structure). This high percentage was attained through the identification of targeted individuals, the accomplishment of development goals, the presentation of planned activities for the training process, the implementation of the development process, and the recognition of completion through awards and certifications. Additionally, the municipality achieved a matching rate of 83% in item (5-5 roles and responsibilities). This was accomplished by reaching an agreement on the scope and objectives of the development program, identifying target employees, facilitating the program by providing necessary resources, approving the employee development program, and ensuring that the Personnel Development Program effectively addresses identified capacity gaps. Despite not attaining a perfect score, it is evident that the Municipality of Baghdad is diligently striving to adhere to the provisions outlined in the international standard ISO 10015: 2019. This is reflected in their commendable average rating of 3.9 out of a total of 6 scores.
4. There are several areas of weakness that can be found in the context of targeted messaging, external conferences or professional forums, and recruitment strategies aimed at addressing identified gaps.
5. There exists a notable deficiency in the assessment, mitigation, and attentiveness towards the performance and feedback of employees concerning the efficacy of the executed training initiatives. Consequently, this results in: One area of concern pertains to the limitations observed in the evaluation protocols utilized to gauge the effectiveness of

training programs in terms of efficiency. One of the challenges in attaining high-quality training programs is the presence of weaknesses that hinder the development of human resources and impede their effectiveness. Consequently, this has a detrimental impact on the level of service provided, failing to meet the standards required.

6. The department's management does not adhere to a scientific approach that promotes employee engagement in studies and scientific research pertaining to: a) assessing and analyzing the current level of development and competence of individuals, and b) identifying the necessary competencies. The examination of the evolving demands of the beneficiaries and the corresponding adjustments necessary in the nature of the service.

#### Second: Recommendations

The following recommendations are suggested:

1. The utilization of consulting entities or organizations that have effectively implemented the contemporary iteration of the ISO 10015:2019 standard is vital.
2. The necessity of offering impartial proof regarding the proficiency in Management and Personnel Development at every phase is crucial for organizations to identify any potential errors and promptly address their underlying causes.
3. The Municipality of Baghdad is required to develop a training program for its staff that aligns with the guidelines outlined in ISO 10015:2019.
4. The Municipality of Baghdad's administrative leadership should recognize the significance of supporting a competency management system and people development that aligns with its strategic direction and values.
5. According to the findings of the research, if the Municipality of Baghdad intends to achieve the certification, it is advisable for them to address the deficiencies in their competency management system and staff development in alignment with ISO 10015:2019.
6. Considering contemporary and sophisticated approaches in formulating the lexicon of the instructional curriculum due to its significance in augmenting the efficacy of training and cultivating the aptitudes and proficiencies of persons who derive benefits from the services rendered by the department.
7. The imperative of conducting post-training assessments and evaluations by the recipients, as well as subjecting them to expert scrutiny, with the aim of implementing ongoing enhancements.

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